



Saskatchewan Approved Private Homes Inc.

Strategic Plan

2014 - 2019







Providing
Family Homes
for
People with
disAbilities

Artwork by Elizabeth Carmichael

Saskatchewan Approved Private Homes Inc. (SAPH)

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After more than

50 years of service

to the people of Saskatchewan,
SAPH Inc. is experiencing

renewal and growth

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As such, the Board of Directors is pleased to share
with you Saskatchewan Approved Private Homes Inc.
Strategic Plan (SAPHSP).



A Message from the

Provincial President & Executive Director

Saskatchewan Approved Private Homes Inc. (SAPH)

After more than 50 years of service to the people of Saskatchewan, SAPH Inc. is experiencing renewal and growth as a member association. As such, the Board of Directors is pleased to share with you Saskatchewan Approved Private Homes Inc. Strategic Plan (SAPHSP).

In 2012, SAPH Inc. developed its first strategic plan which was organized around the mantra of ‘Let’s Raise the Bar’, reflecting the desire to increase competencies within the association, ultimately supporting all Approved Private Service Homes to be the best homes they can be.

In 2014-2019 the SAPHSP mantra is “Raising the Bar,” acknowledging progress that has been made, as well as the process required to continue to address the essential requirements of SAPH Inc. and the Approved Private Service Homes we represent.

In June 2014 the SAPH Board of Directors formally committed to a strategic planning renewal.

In July 2014, guidance was sought from SAPH membership through an invitation to complete a “Membership Guidance Survey.” Questions were distributed to SAPH membership to solicit guidance and feedback on the future strategic direction of SAPH Inc., and to inform the September strategic planning sessions. A “Participants Survey” was distributed to the Board and participants prior to the September 2014 strategic planning session.

On September 10th-12th of 2014, the SAPH Board of Directors formally began a strategic planning process through facilitated strategic sessions in Moose Jaw. Session participants included the Board of Directors, government representatives and 10 people from the general SAPH membership.

The purpose of the strategic planning session was:

- To begin a process to renew the SAPH Strategic Plan (SAPHSP)
- To describe common elements of a strategic planning model
- To build strength and support for developing a SAPH Strategic Plan

The agenda was crafted to develop and achieve the following draft outputs:

- Organizational Values
- Vision Statement
- Quality Indicator Development
- Customer Identification
- Partnership Identification
- Mission Statement
- Guiding Principles for Strategic Planning
- Outcome based Organizational Goals
- Performance Measures

A draft strategic plan was derived during the conference. The draft plan was subsequently reviewed, updated, and amended by the participants. The SAPH Inc. Board of Directors then reviewed the draft SAPHSP document.

The Annual General Meeting of SAPH Inc. in June 2015 was the next step review of the draft SAPHSP, and sought further guidance from the SAPH membership in finalizing the strategic plan. SAPH Inc. acknowledges and honours the strategic plan as a living document.

A functional work plan was developed based on the mission statement, vision, goals and financial parameters provided SAPH Inc. It is the duty of SAPH Inc. to develop a plan that reflects the needs of our members while adhering to the contracts developed between SAPH Inc. and the Ministries of Social Services and Health. Together we have developed a plan that follows the strategic plans of both Ministries and SAPH Inc., realizing our collective visions.

SAPH looks forward to serving its membership, working with the community and with the provincial government in achieving its strategic direction.

Celebrating more than 50 years of providing family homes to people with disAbilities.

Sharon Usselman
Provincial President, SAPH Inc.

Iris Miller Dennis
Executive Director, SAPH Inc.

Working Together

Saskatchewan Approved Private Homes Inc. is proud to present its 2014-2019 Strategic Plan. The SAPHSP aligns with, and complements the Government of Saskatchewan's Vision and Goals. The Strategic Plan is foundational to the work-plan development of the Association.

SAPH Inc. provides advocacy for both our individual members and the membership at large. Saskatchewan Approved Private Homes Inc. represents Mental Health and Addictions (MH) Homes as well as Community Living Service Delivery (CLSD) Homes.

SAPH Inc. works closely with the Ministry of Social Services, and the Ministry of Health to provide educational supports to Approved Private Service Home Providers, also developing and enabling retention and recruitment strategies. The Ministries of Social Services and Health are the funding agencies for SAPH Inc., and as such the SAPHSP reflects and aligns with the mission and vision of the ministries.

SAPH Inc. plays a role to provide oversight and support to Approved Private Service Home Provider members. Given adequate financial resources, SAPH Inc. and its membership will be the best choice for people requiring supported accommodation.

The SAPHSP supports the Province of Saskatchewan's Vision.

"A secure and prosperous Saskatchewan leading the country in economic and population growth while providing high quality of life for all."

Ministry of Social Services Mission:

"We protect Saskatchewan's vulnerable people and support their inclusion in the provinces prosperity."

Ministry of Health Vision:

"Healthy People, Healthy Communities."

Organizational History & Structure of SAPH

History

Approved Private Service Homes (APSH) has existed as a supported living option since 1964. SAPH Inc. has operated as a volunteer association since that time.

In 2012 the Government of Saskatchewan recognized the need for a formalized member association and have committed to the growth and success of SAPH Inc.

Membership Profile

There are approximately 400 approved private service homes in Saskatchewan, providing supportive accommodation to 1000 people. On September 11, 2014 at the SAPH strategic planning session, representatives from the Ministry of Social Services indicated over the next three years the need to increase the current capacity of the APSH sector by 115 spaces. This need is projected to grow beyond this three-year time frame.

Over the past 6 years there has been a decrease in excess of 25% of APSH. There is an ongoing and expanding need for people requiring safe, quality homes in both Mental Health and CLSD. The expectations of SAPH Inc. have far exceeded the capacity to deliver the required supports. There is a passion for the vocation of Approved Private Service Home Provider. APSH providers require enhanced emotional, educational and financial supports to continue on in this profession.

SAPH Inc. does not have a research based demographic profile describing our membership. We know that our membership is aging and that there has been no process developed to achieve continuity. SAPH Inc. has indications that there is interest by younger individuals to open APS Homes but at present there is no viable business plan available to sustain this vocation.

SAPH Inc. Board of Directors and Membership

The Board of Directors includes the Regional Presidents who are elected from the seven regions of Prince Albert, Saskatoon, North Battleford, Yorkton, Swift Current, Moose Jaw and Regina.

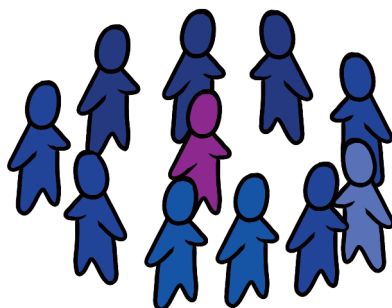
The Provincial Executive is comprised of President, Vice President, Second Vice President, Secretary, and Treasurer; these positions are elected at the Provincial Annual General Meeting.

At present there is one employee, the Executive Director that represents all 400 homes throughout Saskatchewan. The Executive Director is a non-voting ex officio member of the Executive, answering directly to the Provincial President, Executive and Board of Directors.

There are two distinct types of membership within SAPH Inc. All APS Homes licensed by Health or Social Services are members for the purposes of universally available supports (ex. insurance). The second type is a member who pays the regional and provincial membership fees, entitling them to vote provincially and regionally, these members may attend meetings and participate in policy development.

The SAPH Budget

The SAPH budget is funded through bilateral contracts with Ministries of Social Services and Health. The bilateral agreement between SAPH Inc. and MSS and MH states “funds are being provided to promote and advance the Approved Private Home Sector through development, implementation and management of a marketing strategy, as well as the development, implementation and management of recruitment and training strategies for existing Approved Private Home Providers.” Capacity challenges remain an issue for SAPH and its membership to provide sustainable support and services.



What Guides SAPH

Values

- Professional
- Transparent
- Member driven
- Person centered

Corporate values guide and are incorporated, in all operations of SAPH. Values remain constant in good times and bad. “When your values are clear to you, making decisions becomes easier. “

Quality Indicators

- Supportive
- Representative
- Sustainable
- Capacity
- Evidence based

One-word descriptors were developed that define quality. Quality indicators are used to guide day-to-day operations, develop new services and programs, and to evaluate existing services.

SAPH Vision Statement

“Every person with disAbilities has the opportunity to live in a loving, compassionate, inclusive, quality family home.”

SAPH Mission Statement

“SAPH provides support, advocacy and leadership for operators of family homes for people with disAbilities.”

The mission statement describes the purpose of the SAPH Inc., and identifies those SAPH serves.



SAPH Goals and Outcome Identification

What change/benefit/outcome does SAPH want to achieve in the next three to five years?

- To improve SAPH Board of Directors governance, effectiveness, and operational capacity.
- To enhance capacity to advocate on behalf of SAPH membership both individually and collectively.
- To strengthen relationships with SAPH membership, community stakeholders, and government.
- To work with SAPH membership, Government of Saskatchewan, and community partners to develop a recruitment and retention strategy for the Approved Private Service Home service delivery system.
- To develop and implement an educational support strategy on behalf of SAPH membership in order to enhance the lives of the people approved private service home families serve.
- To secure essential funding for Approved Private Service Homes.

Performance Measures

- GOAL 1:** The SAPH Board of Directors and Executive will formally adopt a recognized Board Governance model, and educate itself towards implementation, and will evaluate its performance in line with the model.
- GOAL 2:** Membership feedback.
- GOAL 3:** Increased partnerships with community.
- GOAL 4:** Government feedback.
- GOAL 5:** The performance measure will be developed jointly by SAPH with the Government of Saskatchewan.
- GOAL 6:** Determination and implementation of required education; based on need, best practice and industry standards.
- GOAL 7:** Government will fund Approved Private Service Homes to provide quality care and achieve sustainability as a supported accommodation option.

Foundation Documents

- Government Strategic Plans
- People Before Systems: Transforming the Experience of Disability in Saskatchewan
- Ministry of Social Services and Ministry of Health 2014-2015 work plans
- Residential Services Act, Mental Health Act, (applicable legislation, regulations, and policies)
- Contract between SAPH and Ministry of Social Services, and Ministry of Health
- Internal demographics with (Ministry) survey
- Census reports/Stats Canada reports
- National Building Code
- Corporation Acts
- Criminal Code
- Entrance/ Exit survey
- Aboriginal contractual agreements
- Assessment tools (DLSA)
- Insurance policies
- Board of Directors liability, and insurance waiver for exceptional damages

Foundation documents are identified that influence the strategic direction, and day-to-day operations of SAPH Inc.



Opportunities

- Government partnership
- Building community relationships
- Enhance visibility/profile/PR and awareness of SAPH
- Broadening of resident base
- Learning and education
- Board development, and operational capacity
- Relationships and communication with the membership, government and stakeholders
- Recruitment and retention of approved private service homes
- Education needs of approved private service homes
- Advocating on behalf of approved private service homes individually and as a group

Goals were developed based on themes that were identified through feedback from SAPH membership questionnaire, feedback from SAPH Board of Directors questionnaire, the SWOT analysis, and risk assessment session.



A Living Document

SAPH Inc. Board of Directors will have the following principles guide continued strategic planning.

- The plan aligns with the Mental Health Act, Residential Services Act, all government regulations, and with the strategic directions of the Ministries of Social Services and Health.
- The Plan is driven by, and represents the needs of its membership.
- Strategies will be scientifically based and be guided by customer need.
- The strategic plan is the foundational document that guides the operations of SAPH Inc.
- The planning processes will be participatory with input from members, staff, community-partners and stakeholders; and will include those experiencing disabilities, First Nations, Métis peoples, and the Ministries of Social Services and Health.
- The plan will include performance measurement and results will be communicated with all stakeholders in a planned, routine manner.
- Successes will be celebrated and shared with the membership, staff and community partners.
- The Strategic Plan will be communicated to our members, stakeholders, staff and the community.
- The Strategic Plan will be transparent throughout the process.
- The SAPH Inc. Strategic Plan will encompass fiscal and policy guidelines.
- The planning process includes the following with respect and trust: Members, staff, stakeholders, community, Ministries, advisory groups, and diverse cultures representative of the provincial population.
- Goals will be simple, real, and attainable with checkpoints and follow-ups.
- The Strategic Plan will be sustainable, and transferrable from one leader to the next in any area.
- SAPH will access organizational risk on an annual basis.

“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.”

- Vince Lombardi

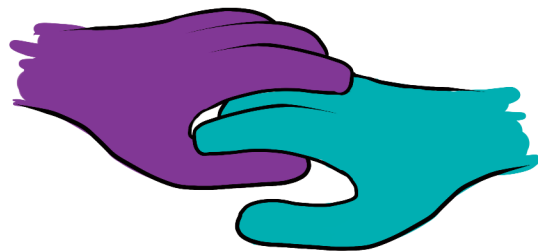
Appendix A

Risk Assessment

As part of its annual strategic planning process, the Board will identify, assess, and respond to risks that could impact the ability for SAPH Inc. to achieve its goals. The following were the initial risks identified through the strategic planning process.

Risk Assessment Themes:

- Board Governance, operations and capacity
- Board focus, and SAPH operational capacity
- Competing associations/clarification to SAPH Inc.'s role in working with government
- Corporate continuity and sustainability
- Communication and relationships
- Retention and recruitment



Appendix B

SWOT Analysis

As part of its annual strategic planning process, the Board will review the SWOT analysis and respond to the strengths, weaknesses, opportunities and threats that may impact SAPH Inc. The following were the results of the initial SWOT Analysis that was initiated during the strategic planning process.

Internal Strengths of SAPH:

- Recognition that SAPH Inc. is needed
- Executive Director
- Determined/hardworking
- Accommodating
- Adaptable
- Dedication
- Trouble-shooters
- Progressive
- Growth
- Membership
- Open-mindedness/realistic
- Respect
- Professional
- Visionaries
- Passionate
- Supportive
- Unity
- Knowledgeable
- Communication
- Committed
- Resourceful
- Optimistic

Internal Weaknesses/Opportunities for Improvement:

- Funding
- Staffing levels
- Board development
- Geography i.e., distance/isolation
- Meeting frequency
- Time constraints i.e., Dual responsibilities as Board member and service provider
- Lines of communication

External Opportunities

- Government partnership
- Building community relationships
- Enhance visibility/profile/PR and awareness of SAPH
- First Nation service providers (FSIN, Tribal Council, Communities)
- Broadening of resident base
- Learning and education

External Threats that could impact the development and implementation of SAPH strategic plan:

Sustainability of the APSH Sector:

- Change in regulations (NBC) i.e. Fire sprinklers
- Labour market/wage competition
- Mortgage/insurance costs
- Variance of practices and policy interpretation between regions
- Increase of group homes
- Becoming irrelevant (not included in Ministry's work plans)
- Rise of parallel organizations
- Funding (vulnerable)





An open heart helps
make an open home



saph.ca